

# Customer Service Operations

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Description	FY 2003 Actual	FY 2004 Approved	FY 2005 Proposed	% Change from FY 2004
Operating Budget	\$2,219,139	\$2,406,194	\$965,219	-59.9
FTEs	38.7	42.0	12.0	-71.4

The mission of the Customer Service Operations (CSO) is to build a District government infrastructure in which customer satisfaction and feedback are priorities, driving operational improvements and service delivery.

The agency plans to fulfill its mission by achieving the following strategic result goals:

**Sustain responsiveness to constituent calls, written correspondence and requests for services, as evidenced by:**

- 95 percent of correspondence will be responded to within 48 hours as assessed by the Quality Assurance program;
- 100 percent of phones with voicemail capability will meet the District's standards;
- 90 percent of callers to call centers will reach operator within 2.5 minutes;
- 95 percent of voicemail messages are responded to within 24 hours.

**Ensure frontline contacts are handled with the highest level of professionalism and customer service. As evidenced by:**

- 95 percent of the District's main operators provide customer service that is rated as good or excellent in courtesy, knowledge, etiquette and overall impression;
- 80 percent of walk-in contacts provide customer service that is rated as good or excellent on courtesy, knowledge, etiquette, and overall impression;

- 100 percent of MSS employees, customer service business partners and 85 percent of frontline employees with customer contact will have performance clauses in their evaluations;
- 100 percent of frontline employees participating in customer service training; establish a customer service certification program for District employees.

**Maintain reliable entry points to government services. As evidenced by:**

- 100 percent of agencies providing direct customer contact will utilize interpretation service on phone lines;
- 100 percent of agencies providing direct customer contact will have translation services available;
- 10 percent increase in District scheduled services that can be requested on-line.

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## Funding by Source

Tables CW0-1 and 2 show the sources of funding and FTEs by fund type for the Customer Service Operations.

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Table CW0-1

### FY 2005 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
Local Fund	1,850	2,207	2,406	965	-1,441	-59.9
<b>Total for General Fund</b>	<b>1,850</b>	<b>2,207</b>	<b>2,406</b>	<b>965</b>	<b>-1,441</b>	<b>-59.9</b>
Intra-District Fund	0	12	0	0	0	0.0
<b>Total for Intra-District Funds</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0</b>
<b>Gross Funds</b>	<b>1,850</b>	<b>2,219</b>	<b>2,406</b>	<b>965</b>	<b>-1,441</b>	<b>-59.9</b>

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Table CW0-2

### FY 2005 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from from 04	Percent Change
<b>General Fund</b>						
Local Fund	34	39	42	12	-30	-71.4
<b>Total for General Fund</b>	<b>34</b>	<b>39</b>	<b>42</b>	<b>12</b>	<b>-30</b>	<b>-71.4</b>
<b>Total Proposed FTEs</b>	<b>34</b>	<b>39</b>	<b>42</b>	<b>12</b>	<b>-30</b>	<b>-71.4</b>

## Expenditure by Comptroller Source Group

Table CW0-3 show the FY 2005 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table CW0-3

### FY2005 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Appropriated Fund	Actual FY 2002	Actual FY 2003	Approved FY 2004	Proposed FY 2005	Change from FY 2004	Percent Change
11 Regular Pay - Cont Full Time	1,300	1,471	1,634	537	-1,097	-67.1
12 Regular Pay - Other	40	34	0	0	0	0.0
13 Additional Gross Pay	10	30	0	0	0	0.0
14 Fringe Benefits - Curr Personnel	251	278	245	99	-146	-59.6
15 Overtime Pay	20	41	0	0	0	0.0
<b>Subtotal Personal Services (PS)</b>	<b>1,620</b>	<b>1,854</b>	<b>1,879</b>	<b>636</b>	<b>-1,243</b>	<b>-66.1</b>
20 Supplies And Materials	10	12	11	11	0	0.0
30 Energy, Comm. And Bldg Rentals	0	0	11	10	-1	-5.5
31 Telephone, Telegraph, Telegram, Etc	4	30	27	49	22	81.5
32 Rentals - Land And Structures	0	0	10	0	-10	-100.0
33 Janitorial Services	0	0	7	6	0	0
34 Security Services	0	0	9	8	-1	0.1
35 Occupancy Fixed Costs	0	0	0	10	10	N/A
40 Other Services And Charges	89	57	76	76	0	0.0
41 Contractual Services - Other	127	230	329	160	-169	-51.4
70 Equipment & Equipment Rental	0	36	49	0	-49	-100.0
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>230</b>	<b>366</b>	<b>527</b>	<b>329</b>	<b>-198</b>	<b>-37.6</b>
<b>Total Proposed Operating Budget</b>	<b>1,850</b>	<b>2,219</b>	<b>2,406</b>	<b>965</b>	<b>-1,441</b>	<b>-59.9</b>

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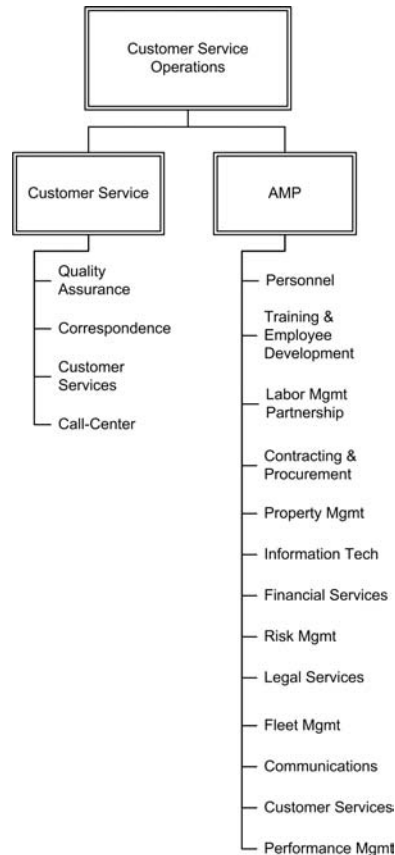
## Expenditure by Program

This funding is budgeted by program and CSO has the following program structure:

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Figure CW0-1

### Customer Service Operations



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## Gross Funds

The proposed budget is \$965,219, representing a decrease of 59.9 percent from the FY 2004 approved budget of \$2,406,194. There are 12.0 total FTEs from FY 2004. This budget consists entirely of Local funds.

## Programs

### Customer Service

	*FY 2004	FY 2005
Budget	\$0	\$773,209
FTEs	0	10.0

\*FY 2004 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2004 for this agency because the agency had not yet created its performance-based budgeting structure.

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## Program Description

The purpose of the **Customer Service** program is to provide leadership and strategic direction to agency representatives in pursuit of District-wide service delivery improvement by: Facilitating discussions to ensure complete understanding of service standards and performance expectations; Structuring meeting discussions to heighten awareness of service improvement measures, potential service solutions, and improvement opportunities; Fostering a collaborative, team approach to gain buy-in and agency participation in the overall improvement objective; Seizing opportunities to provide exposure and maximize networking opportunities to both internal and external resources in pursuit of improved performance results; Using this forum to impart and

facilitate District-wide campaigns and initiatives to render further improvement of service delivery results.

## Key Result Measures

### Program 1: Customer Service Operations

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Yvonne McManus, Chief of Staff, Customer Service Operations; Ursula

Ferguson, Quality Assurance Manager

*Supervisor(s):* Kelly Valentine, Director

#### Measure 1.1: Percent of correspondence that will be responded to within 48 hours as assessed by the Quality Assurance program

	Fiscal Year	
	2005	2006
Target	95	95
Actual	-	-

#### Measure 1.2: Percent of voicemail messages responded to within 24 hours

	Fiscal Year	
	2005	2006
Target	100	100
Actual	-	-

#### Measure 1.3: Percent of phones with voicemail capability that meet the District's standards

	Fiscal Year	
	2005	2006
Target	100	100
Actual	-	-

#### Measure 1.4: Percent of callers to District call centers that reach an operator within 2.5 minutes

	Fiscal Year	
	2005	2006
Target	90	95
Actual	-	-

#### Measure 1.5: Percent of District's main operators that provide customer service that is rated as good or excellent in courtesy, knowledge, etiquette and overall impression

	Fiscal Year	
	2005	2006
Target	95	95
Actual	-	-

#### Measure 1.6: Percent of walk-in contacts that provide customer service that is rated as good or excellent in courtesy, knowledge, etiquette and overall impression

	Fiscal Year	
	2005	2006
Target	85	90
Actual	-	-

#### Measure 1.7: Percent of MSS employees with performance clauses in their evaluations

	Fiscal Year	
	2005	2006
Target	100	100
Actual	-	-

#### Measure 1.8: Percent of frontline employees with performance clauses in their evaluations

	Fiscal Year	
	2005	2006
Target	90	100
Actual	-	-

#### Measure 1.9: Percent of frontline employees that participate in the certified customer service training program

	Fiscal Year	
	2005	2006
Target	100	100
Actual	-	-

#### Measure 1.10: Percent of customer contact agencies that provide interpretation services

	Fiscal Year	
	2005	2006
Target	100	100
Actual	-	-

#### Measure 1.11: Percent of customer contact agencies that have translation services available for the three (Spanish, Chinese and Vietnamese) most frequently

	Fiscal Year	
	2005	2006
Target	100	100
Actual	-	-

Note Languages may change depending on service demand.

#### Measure 1.12: Percent increase in scheduled services that can be requested on-line

	Fiscal Year	
	2005	2006
Target	10	10
Actual	-	-

Key activities associated with the Customer Service program are:

- **Customer Service Technological Support** - provides internal and external customer support toward the technological advancements that will result in increased efficiency, productivity and reliability within agencies scheduled services and performance management programs. In 1999, with the introduction of the Mayor's Citywide Call Center, the Department of Public Works and the District Department of Transportation were aligned with the Call Center to use an integrated database to compile and service requests from constituents. With the addition of Vector Control, within the Department of Health, FY 03 resulted in over 200,000 service requests submitted and serviced by these departments.
- **Mayor's Correspondence Unit** - ensures that the government is responsive when contacted in writing.
- **Mayor's Quality Assurance Unit** - assists the Mayor in holding agency directors accountable for rapid, visible improvements in service delivery. Agency directors are responsible for improved telephone service delivery in their respective agencies, as indicated in their established performance contracts.

#### Program Budget Summary

Since this agency transitions to PBB agency in FY 2005, no analysis can be done between the FY 2005 request and the previous budget years on a program-by-program basis. However, a change within this program decreased the overall gross funds budget level. The call center activity of the customer service program was transferred to the new Office of Unified Communications, reducing the CSO's budget by \$1,330,765 and 30.0 FTEs. CSO also eliminated the test activity of the Customer Service program, which represents a reduction of \$180,000 and 1.0 FTE.

#### Agency Management Program

	FY 2004	FY 2005
Budget	\$172,270	\$192,009
FTEs	1.0	2.0

\*FY 2004 program funding levels are presented for comparison purposes only. Program budgets did not exist for FY 2004 for this agency because the agency had not yet created its performance-based budgeting structure.

#### Program Description

The **Agency Management** program provides operational support to the agency so that they have the necessary tools to achieve operational and programmatic results. This program is standard for all Performance-Based Budgeting agencies. More information about the Agency Management program can be found in the Strategic Budgeting chapter.

#### Program Budget summary

Since this agency transitions to a PBB agency in FY 2005, no analysis can be done between the FY 2005 request and the previous budget years on a program-by-program basis. However, a change within this program decreased the overall gross funds budget level. A decrease of \$262 in security services and \$3,608 in occupancy is based on revised fixed costs. One FTE was added to the budget.

#### Key Result Measures

##### Program 2: Agency Management

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Yvonne McManus, Chief of Staff, Customer Service Operations

*Supervisor(s):* Kelly Valentine, Director

##### Measure 2.1: Dollars saved by agency-based labor management partnership project(s)

	Fiscal Year	
	2005	2006
Target	5	5
Actual	-	-

Note Although agencies established their initial labor-management partnership projects in FY 2003, very few had cost savings as objectives. Agencies will continue ongoing projects and/or establish new projects by the third quarter of FY 2004. Cost savings will be tracked for this measure for those projects that have cost savings as a key objective.

**Measure 2.2: Percent variance of estimate to actual expenditure (over/under)**

	Fiscal Year	
	2005	2006
Target	-	-
Actual	-	-

**Measure 2.3: Cost of Risk**

	Fiscal Year	
	2005	2006
Target		-
Actual	-	-

Note This measure replaces "Percent reduction of employee lost work-day injury cases." Cost of Risk will be a comprehensive measure of a wide range of risks confronting each agency, including but not limited to safety issues, financial risks, and potential litigation. Agencies will establish a baseline in FY 2004 (FY 2005 for PBB III agencies) and will seek to achieve reductions in the Cost-of-Risk in subsequent years. Lost workdays due to injuries will be one of many components of the Cost-of-Risk formula (1/9/04).

**Measure 2.4: Rating of 4-5 on all four telephone service quality criteria: 1) Courtesy, 2) Knowledge, 3) Etiquette, 4) Overall Impression**

	Fiscal Year	
	2005	2006
Target	4	4
Actual	-	-

**Measure 2.5: Percent of Key Result Measures Achieved**

	Fiscal Year	
	2005	2006
Target	70	70
Actual	-	-

For more detailed information regarding the proposed funding for the activities within this program please see schedule 30-PBB in the FY 2005 Operating Appendices volume.

